

**SPECIAL
EDITION**

DISCOVERING YOUR SUPERPOWERS

Heroic Insights: Mastering Self-Awareness
and Relationships



ER
EVOLUTION TO
REVOLUTION
CONSULTING & COACHING



**DISCOVERING YOUR
SUPERPOWERS**

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INTRODUCTION: WELCOME TO YOUR ORIGIN STORY



Every superhero has a power source. Yours? Emotional and behavioral intelligence. Our lives are full of stress, pressure, and change at the speed of a bullet, or a train, or a superhero with super speed, but true strength doesn't always look like flying or leaping over tall buildings. It

looks like understanding yourself and your emotions, choosing your responses, and connecting deeply with others. That's the essence of emotional and behavioral intelligence. It's our ability to recognize, understand, and manage our emotions while also tuning into the emotions of others.

When you develop emotional intelligence, you unlock the ability to:

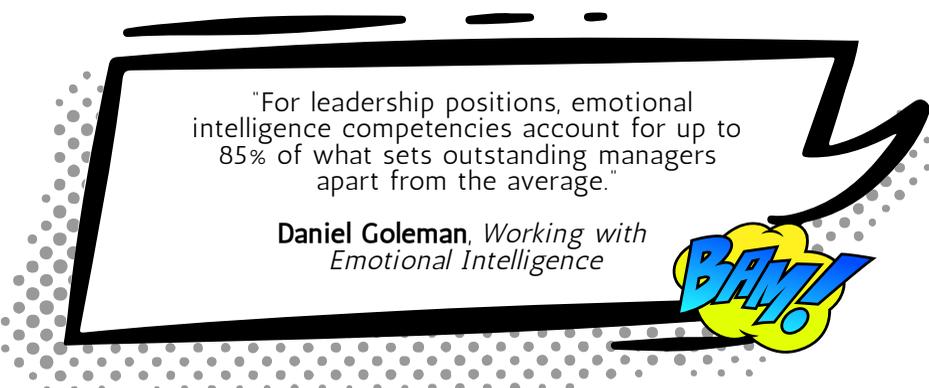
- Remain calm in challenging situations
- Communicate clearly and respectfully
- Build trust with those around you
- Handle conflict with confidence and empathy
- Lead with purpose and integrity

Emotional intelligence grows even stronger when you add behavioral intelligence. That means understanding how people are naturally wired to behave and communicate, starting with yourself.

We've labeled the skills within emotional intelligence as "soft" skills, but there's nothing soft about them. We should rebrand them as "power" skills because these are the skills employers look for in employees. They are the skills that help athletes win. And they are the skills that allow us to work with others and successfully navigate the complexities of life.

Gaining a better understanding of emotional and behavioral intelligence provides us with the foundation we need to truly become superheroes, at work and at home.

INTRODUCTION: WELCOME TO YOUR ORIGIN STORY



"For leadership positions, emotional intelligence competencies account for up to 85% of what sets outstanding managers apart from the average."

Daniel Goleman, *Working with Emotional Intelligence*



At its core, Emotional Intelligence encompasses a wide range of skills that allow us to navigate our emotional experiences with self-awareness and empathy, while also using this understanding to connect and communicate effectively with those around us. It goes beyond cognitive abilities and academic achievements to encompass a set of invaluable qualities that contribute to our emotional well-being and interpersonal competence. To thrive and prosper, we must develop the ability to fully understand our goals, intentions, responses, and behaviors, while also gaining an understanding of others and being attuned to their emotions. This is where your true superpowers begin. Your origin story truly begins when you become open to learning more about yourself. Growing our emotional intelligence provides us with the framework that allows us to grow.

Emotional Intelligence is separated into four core domains, two of which are focused on us, and two that are focused on others. They are all equally important and give us the perfect roadmap for becoming better versions of ourselves and then using that to support those around us.

The four domains are:

Domain One: Self-awareness:

Self-awareness is a fundamental aspect that underpins everything we do. It involves not just recognizing our strengths and weaknesses but also being aware of our emotions and understanding how they impact both our own performance and that of our team. Super awareness lets us better understand the impact our behavior has on others, and that is where true strength lies.

INTRODUCTION:

WELCOME TO YOUR ORIGIN STORY

Here's our problem, though. Most of us like to think we are self-aware. but research doesn't support that. Research conducted by organizational psychologist Tasha Eurich reveals a surprising discrepancy between people's self-perceived self-awareness and their actual level of self-awareness. While 95 percent of individuals believe they are self-aware, only 10 to 15 percent truly possess this quality. And it gets worse. This lack of self-awareness among colleagues can have significant consequences, cutting a team's success in half and leading to increased stress and decreased motivation /

To bring out the best in others, it's crucial to first cultivate self-awareness in ourselves. One of the most effective methods for assessing self-awareness is through 360-degree feedback from colleagues and direct reports. In this process, you evaluate your own performance and then compare it to the perceptions of your boss, peers, and direct reports. This feedback loop offers valuable insights into your behavior and how you are perceived within the organization. Additionally, many professional assessments can offer insights that can help us enhance our awareness.. More on that later!

Domain Two: Self-management:

Self-management is a critical skill that plays a pivotal role in our professional lives and personal well-being. It refers to our ability to regulate and manage our emotions, especially during high-pressure and challenging situations, and to maintain a positive outlook despite facing setbacks or obstacles. People who possess strong self-management skills are better equipped to handle stress, maintain composure, and make well-considered decisions, even in the face of adversity. This is true whether you're an athlete, an employee, a CEO, a student, or a stay-at-home mom or dad. No matter who you are or what you do, self-management is our ability to be good humans in the world.

Things can go sideways quickly when we cannot self-manage. We become impulsive and allow our emotions to dictate our actions. Such impulsive reactions can lead to hasty decisions, conflict escalation, and strained relationships with team members and colleagues. But when we've learned self-management, we can transition from reaction to response seamlessly. The superpower of self-control and self-management helps us keep and maintain healthy relationships with those around us, while supporting our own mental health.

INTRODUCTION: WELCOME TO YOUR ORIGIN STORY

Domain Three: Social awareness:

Beyond mastering our own emotions, true heroes of the workplace unlock a third power. Social Awareness gives us the ability to tune into the emotions of others and understand the invisible forces shaping their behavior. It's more than just noticing someone is upset. It's recognizing what they are feeling, why they are feeling it, and then responding with insight, not assumption.

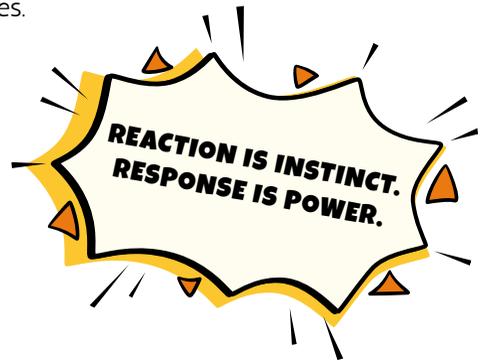
Social Awareness grants us the superpower of empathy, and it may be the most important power of all. When we lead with empathy, we move from reacting to connecting. We begin to see our teammates not just as roles, but as real people with real stories, motivations, and struggles.

By prioritizing the feelings and perspectives of others, we strengthen our ability to communicate with compassion, collaborate with intention, and build trust that lasts.

Superheroes don't just stand out – they stand with others.

Speaking of empathy, it was ranked as the top leadership skill by the global leadership development firm DDI. People who master empathy have been reported to perform over 40 percent better in coaching, engaging with others, and decision-making. Another study conducted by the Center for Creative Leadership found that managers who display more empathy toward their direct reports are perceived as higher performers by their superiors.

When you communicate with empathy, you provide better support to your team members while simultaneously enhancing your own performance. By being attuned to the emotions of others, you can create a more harmonious and productive work environment, build stronger relationships with your colleagues, and facilitate effective teamwork, and that's a way better superpower than having X-ray vision.



INTRODUCTION: WELCOME TO YOUR ORIGIN STORY

Domain Four: Relationship management:

The final superpower in your Emotional Intelligence arsenal is Relationship Management, which is the art of leading with influence, resolving conflict with respect, and connecting with purpose and intentionality. This power helps you navigate conversations, mentor others, inspire change, and handle even the most difficult interactions with confidence. This emotional intelligence domain allows you to be a good teammate.

At its core, Relationship Management is about building bridges. It equips you to:

- Motivate others without manipulation
- Guide teammates through coaching and support
- Deliver feedback that fuels growth
- Address tension directly and constructively

Some people avoid conflict like it's kryptonite. But real heroes know that avoiding issues doesn't make them disappear – it only gives them space to grow. In fact, research shows that unresolved conflict can drain up to eight hours of productivity per employee – time wasted on gossip, avoidance, and emotional strain. That's a full workday lost to silence and side chatter.

But when you take the courageous step to face conflict with empathy and clarity, you shift the energy of your team. You move from tension to resolution. From silence to trust. From frustration to forward motion.

Relationship Management isn't just about handling problems – it's about creating connection. It's the difference between a group of people working in the same place and a team moving forward with shared purpose.

BEHAVIORAL INTELLIGENCE GIVES US THE LANGUAGE TO UNDERSTAND OURSELVES AND THE INSIGHT TO WORK BETTER WITH OTHERS. DIS IS THE STARTING POINT FOR THAT UNDERSTANDING."

- INSPIRED BY THE WORK OF WILLIAM MARSTON



INTRODUCTION: BEHAVIORAL INTELLIGENCE



Behavioral Intelligence is our inner guide for understanding how we show up in the world and how others do too. It gives us the skills to recognize our own patterns, make intentional choices, and adjust how we respond in the moment.

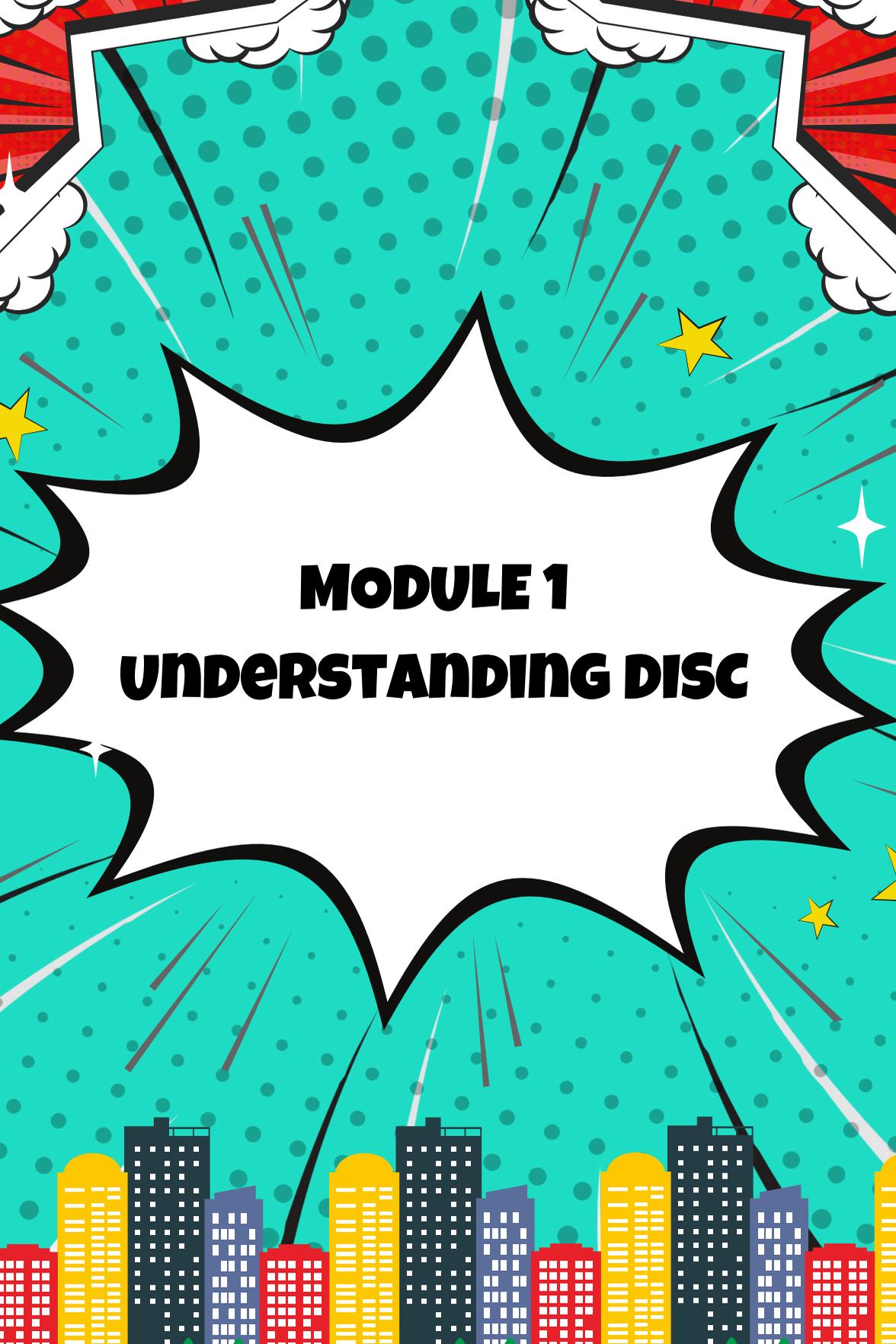
While emotional intelligence focuses on recognizing feelings, behavioral intelligence focuses on actions. It helps you see how behavior affects outcomes and

teaches you how to create more positive results in both your personal and professional life.

So what makes behavioral intelligence such a powerful tool? It teaches us how to notice what motivates others, how they prefer to communicate, and what might cause frustration. With this insight, we can build trust, improve teamwork, and create more meaningful connections. In group settings, this kind of understanding can make all the difference in how well a team works together.

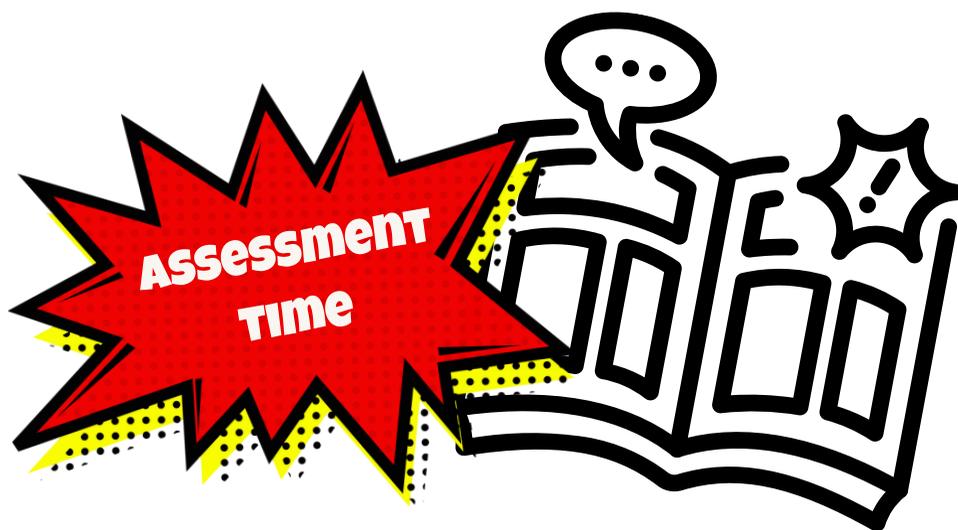


When we add behavioral intelligence to our tool belt, we gain more than just insight—we build a foundation for lasting success. Technical skills open doors, but it is our ability to connect, collaborate, and communicate that truly sets us apart. This understanding helps us grow into the kind of people who listen with intention, adapt with purpose, and inspire the best in those around us.



MODULE 1
UNDERSTANDING DISC

TAKING THE DISC ASSESSMENT

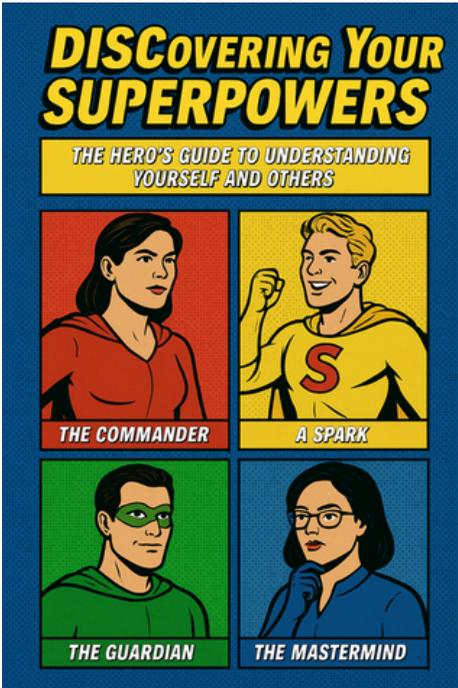


If you haven't already taken the DISC assessment, visit www.truity.com/test/disc-personality-test. The assessment is free to take, but you can purchase a full report with your individual style. The report is excellent and highly recommended. At the time of printing of this book, the report costs \$29. Alternatively, you can take the free DISCover Your Superpower assessment from Evolution to Revolution Consulting & Coaching at www.discsuperpower.com. This assessment is quick, fun, and provides you with immediate results.

If you download the full report from Truity, you can validate your results by reading through your style and highlighting the things that you feel are spot on and crossing off the things that don't feel like a fit. If your result is accurate, you should have more highlighted. You should also have a sense that the results have a little magic in them as it will feel creepy to think that a handful of questions can peg you so accurately.

Armed with this information, read on to learn more about the other styles and reflect on your results.

INTRODUCTION TO DISC



The DISC Assessment is one of the most valuable tools for understanding human behavior across all areas of life—at work, at home, and in our personal growth journeys. It was created by Dr. William Marston, who also brought the iconic Wonder Woman character to life.

That connection is more than just a fun fact. Just like Wonder Woman revealed the strength within, DISC helps us discover the real-life superpowers that shape how we lead, communicate, and build meaningful relationships. It gives us the insight to understand ourselves and others more clearly, making it easier to connect, collaborate, and succeed together.

At its core, DISC gives us a clear and simple way to better understand ourselves and the people around us. It helps us

communicate more clearly, collaborate more effectively, and build stronger, healthier relationships. Whether you are leading a team, managing a project, or just trying to connect more deeply with others, understanding behavior can truly make a difference, and DISC gives you a framework for understanding, and if you're a leader, DISC can be one of the most important tools you possess.

Self-awareness

DISC gives us a mirror, helping us recognize our natural behavioral style, our preferences, our strengths, and the areas where we might need to grow. The more we understand ourselves, the more intentional we can be about how we show up for others. When we are more aware of the impacts our behavior has on others, we have the opportunity to shift our approach to situations and people, and that kind of awareness is where growth begins. With DISC, we do not just learn who we are. We learn how to become who we want to be. And the goal should be better tomorrow than we were today.

INTRODUCTION TO DISC

Better communication

People hear and process information in different ways. What helps one person feel seen might overwhelm another. DISC helps us recognize those differences. With the help of DISC, we can learn to adjust our approach so our message connects clearly, whether we are speaking with someone who values quick decisions or someone who needs more time and detail.

Poor communication can create serious ripple effects at work and at home. In fact, research shows that 86% of employees and executives believe that a lack of collaboration and clear communication is one of the top reasons teams fail.

The good news is that the opposite is also true. When teams communicate well, they work better together. Strong communication has been linked to productivity increases of up to 25%, proving that how we connect directly impacts how we perform.

Handling conflict with care

Disagreements are part of life. But the DISC model gives us a deeper understanding of what might be happening below the surface. When we understand the behavioral styles of others, we can approach tense moments with empathy and direction. That helps keep conversations constructive and teams on track. Conflict generally arises when we approach things differently. We think differently, behave differently, and even talk differently. These differences don't have to be team busters, though. With the right tools, we can diffuse conflicts and meet others where they are.

DISC is not about placing people in boxes. It's about building bridges between personalities, perspectives, and possibilities. When we use our understanding of the DISC model well, it does more than open the door to success. It helps us grow as individuals, build deeper and more meaningful relationships, and develop the kind of soft skills, aka our real-life superpowers, that strengthen our teams, support our families, and elevate our own personal journeys.

INTRODUCTION TO DISC

Other Benefits

Aside from improving ourselves and our relationships with others, DISC provides us with a host of other benefits.

- **Team Building:** When leaders and teams use DISC to better understand themselves and each other, they gain the insight needed to build more balanced and effective teams. By recognizing the unique strengths and natural tendencies of each DISC profile, we can bring together people with diverse skills and perspectives. This intentional approach encourages creativity, improves collaboration, and helps teams work more efficiently toward shared goals.
- **Improved Decision-Making:** By understanding our own decision-making biases and tendencies and those of our team members, we can make more informed and balanced decisions.
- **Enhanced Motivation:** We can use DISC to better understand what drives the people around us. For example, someone with a D style might be motivated by goals and competition, while someone with an S style may value stability and a supportive environment. When we learn what matters most to each person, we can connect in more meaningful ways, encourage collaboration, and create a space where everyone feels valued and inspired.
- **Professional Development:** By understanding the strengths and growth areas of the people we work with, we can support them in ways that matter. For example, someone with a C style might want to build stronger interpersonal skills, while someone with an I style may be working on becoming more detail oriented. When we recognize these needs, we can encourage growth, offer helpful resources, and create a culture where development is both personal and shared.
- **Better Delegation:** DISC can help us understand which tasks might be a natural fit for the people we work with. When we consider each person's strengths and preferences, we can share responsibilities in a way that feels purposeful and

INTRODUCTION TO DISC

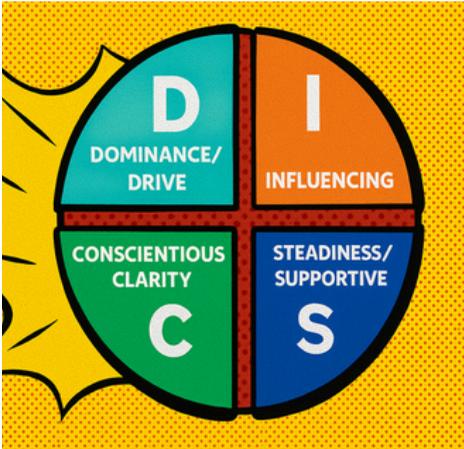
productive. This not only helps get the job done more efficiently but also boosts confidence, satisfaction, and trust across the team.

- **Cultural Understanding:** In diverse environments, DISC can help us become more aware of how cultural backgrounds and behavioral styles influence the way people communicate and connect. By paying attention to these differences, we can build greater understanding, show more empathy, and help create spaces where everyone feels respected, included, and valued.
- **Feedback Delivery:** When we understand how different DISC styles receive and process feedback, we can share our thoughts in ways that feel respectful and helpful. Some people may appreciate direct input, while others may need a more thoughtful and supportive approach. By adjusting how we give feedback, we build trust, encourage growth, and strengthen our connections with others.

In essence, the DISC profile gives us a framework to unlock the superpowers within ourselves and those around us. It helps create environments where people feel seen, valued, and empowered to use their unique strengths. When we understand each other's natural abilities, we can work together with greater purpose and bring out the best in every team member.



UNDERSTANDING DISC



At its core, DISC reveals four distinct superpowers—each representing a unique approach to the world. When we understand these behavioral styles, we begin to see how every person brings something powerful to the table.

The true power of the DISC framework lies in its flexibility. Rather than placing people in rigid boxes, DISC recognizes that each of us holds a unique combination of strengths. Like any great superhero

team, we are not defined by just one trait. We are a blend of qualities, each shaping how we think, act, and connect with the world.

The Four Behavioral Profiles include:

The Commander (D) – The Power of Drive

Those with a Dominance style lead with boldness and determination. They are assertive, focused, and thrive in high-stakes situations where quick decisions and big goals are the norm. Their superpower is taking charge and turning obstacles into opportunities.

The Spark (I) – The Power of Influence

People with an Influence style bring energy and connection wherever they go. They are enthusiastic, outgoing, and great at rallying others. Their superpower is the ability to inspire, motivate, and build relationships that light up a room.

The Guardian (S) – The Power of Stability

Those with a Steadiness style offer calm in the chaos. They are dependable, patient, and loyal, often acting as the steady force that holds a team together. Their superpower is creating harmony, offering support, and bringing peace to even the most stressful situations.

UNDERSTANDING DISC

The Mastermind (C) – The Power of Precision

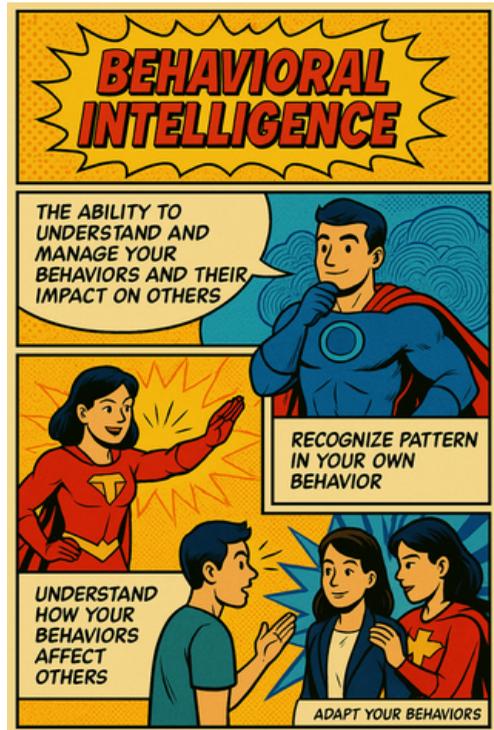
Individuals with a Conscientious style are thoughtful, careful, and driven by accuracy. They notice the details others often miss and hold themselves to high standards. Their superpower is using logic, structure, and analysis to solve problems with excellence.

Each style brings a unique strength, and none is better or worse than the others. Like a well-balanced team of heroes, we are at our best when we understand our own powers and learn how to respect and work with the powers of those around us.

Understanding your DISC profile is like discovering your personal power set. It gives you insight into what energizes you, how you tend to respond under pressure, and where your natural gifts shine brightest. With that knowledge, you can grow with intention, build stronger relationships, and contribute more effectively to any team you are part of.

It is important to remember that DISC is not a label or a limit. It is not a definition of who we are, but a tool for discovering how we show up at work, at home, on the field, or just in life. Think of it as a lens that helps us see patterns in our behavior, understand our reactions, and find ways to lean into our strengths while managing our challenges.

When used well, DISC becomes more than just an assessment. It becomes a guide to unlocking our potential and using our superpowers with confidence and purpose.



UNDERSTANDING DISC

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DISC AT WORK

The Commander (D) - Dominance & Drive

Bold, direct, and results-driven. Individuals with a D style thrive on challenge and action. They are motivated by achievement, prefer fast decisions, and are not afraid to take charge to make things happen. Their superpower is courage. They bring energy, urgency, and focus to every situation. When paired with emotional intelligence and an awareness of others' styles, Commanders can inspire teams, lead with impact, and overcome obstacles with confidence.

Superpowers

- Focuses on results
- Fast and decisive decision-making
- Speaks up about problems
- Uses time and resources efficiently
- Takes initiative
- Excels under pressure
- Motivates others to action



Kryptonite

- Tramples over different opinions
- Dislikes following routines
- Opinionated & can be argumentative
- Can appear cold
- Struggles to apologize
- Sees people as resources
- Gets frustrated with those who need a lot of guidance or who take things at a slower pace

Opportunities for Growth

- Slow down!
- Encourage debate over quick decision-making
- Talk to others about the important details
- Soften your words and body language
- Honor those who need more time to analyze things
- Learn to apologize when you are wrong

Approximately 9% of people are D's. This is the rarest type.

DISC AT WORK

The Spark (I) - Inspirational & Interpersonal

Inspiring, social, and people-driven. Individuals with an I style thrive on connection and creativity. They are motivated by relationships, enjoy spontaneous interactions, and bring energy to every conversation. Their superpower is influence. They light up rooms with enthusiasm, encourage collaboration, and lift team spirit. When paired with focus and follow-through, Sparks can inspire loyalty, build trust, and lead with heart and optimism.

Superpowers

- Inspires others
- Communicating and storytelling
- Generates a lot of ideas
- Creates enthusiasm
- Brings teams and groups together
- Passionately persuades people to their point of view



Kryptonite

- Doesn't listen
- Doesn't follow through
- Easily distracted
- Makes decisions without consulting others
- Hates enforcing the rules or abiding by them
- Overcomits
- Puts their own popularity ahead of results

Opportunities for Growth

- Focus on completing current projects before seeking 'more'
- Ask for help with the details
- Get a reality check on your ideas
- Talk at a calmer pace to bring more people on board
- Learn to pace yourself

Approximately 28% of people are I's

DISC AT WORK

The Guardian (S) - Steadiness & Supportive

Supportive, steady, and relationship-driven. Individuals with an S style thrive on cooperation and trust. They are motivated by stability, value strong connections, and bring calm to every interaction. Their superpower is empathy. They create safe spaces for others, offer quiet strength, and build lasting loyalty. When paired with flexibility and confidence, Guardians can unify teams, strengthen morale, and lead with patience and care.

Superpowers

- Hard worker
- Team player
- Patient and tolerant
- Does what they say they will
- Works steadily to achieve goals
- Finds the peaceful way



Kryptonite

- Resists change
- Can't say "no"
- Slower pace of work
- Need reassurance
- Withdrawals in conflict
- Possessive over tasks and relationships

Opportunities for Growth

- Learn to recognize when others are taking advantage
- Set strong boundaries
- Practice saying 'no'
- Take the lead and take the initiative
- Communicate more candidly
- Be open to feedback and criticism
- Learn to deal with conflict constructively

Approximately 32% of people are S's. This is the most common type.

DISC AT WORK

The Mastermind (C) - Clarity & Conscientiousness

Precise, thoughtful, and logic-driven. Individuals with a C style thrive on accuracy and structure. They are motivated by quality, value careful planning, and bring clarity to every task. Their superpower is precision. They ask the right questions, analyze details, and raise the standard for excellence. When paired with openness and collaboration, Masterminds can solve complex problems, support team goals, and lead with insight and integrity.

Superpowers

- Orderly and organized
- Finishes what they start
- Asks the "why" questions
- Notice details that others miss
- Gathers facts
- Ensure high standards

Kryptonite

- Overanalyzes
- Critical
- Reluctant to step out of comfort zone
- Appears cold and distant
- Hard to please
- Prefers to work alone

Opportunities for Growth

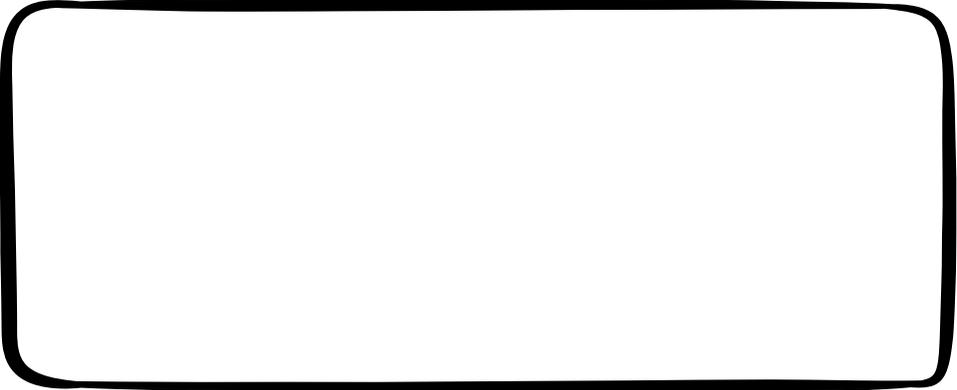
- Delegate more
- Be less critical of others' ideas and methods
- Find ways to act fast under pressure
- Ask for support when you need it
- Practice brainstorming and sharing ideas with others
- Get comfortable with risk
- Make room for fun at work!



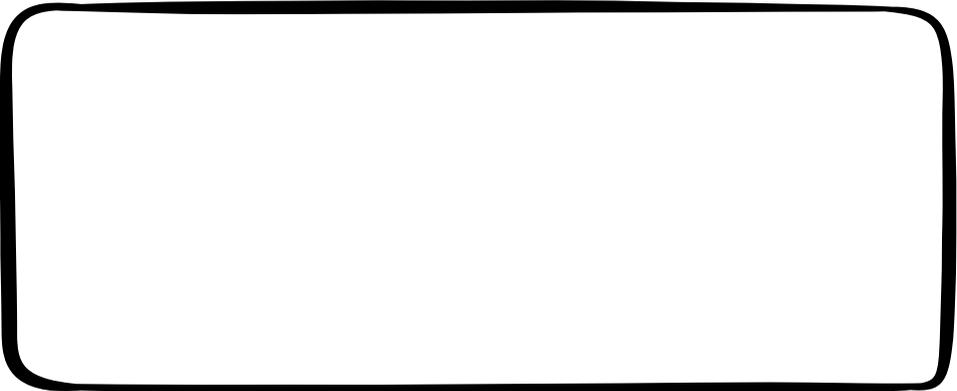
Approximately 31% of people are C's.

REFLECTING ON THE RESULTS

Were the results surprising in any way? What was your biggest takeaway?



How can you use your results to become a better leader?



Take some time to review the following reflection questions. Try to dive deep into your results and work to better understand others.

One of the best exercises you can do is to sit down with other DISC types and have open and honest conversations about the ins and out of each style. Don't be afraid to have hard, and potentially uncomfortable conversations to uncover areas that might create barriers and conflicts between style.

Remember, each style has blind spots. Use others to help you see yours.

REFLECTING ON YOUR RESULTS

Take a moment to review your results and reflect on what you've learned about yourself.

- Which DISC superhero feels most natural to me, and which feels least like me? Why?
- How do my DISC superpowers play out in my personal relationships? Are there patterns I've noticed?
- How might I use my dominant DISC superhero to my advantage in professional settings?
- Are there areas of potential conflict with others due to contrasting DISC profiles? How can I navigate these differences more effectively?
- What strategies can I employ to develop and balance traits that aren't naturally dominant in my profile?

Remember, the DISC assessment is a tool for insight, not an unchangeable label. Reflecting on these questions can help you harness the strengths of your DISC profile while also identifying areas for growth and adaptation.

DISC AT WORK

Based on your DISC assessment and the strengths and priorities listed above, reflect on the following questions:

Leveling Up Your Superpowers

1. List your top three superpowers.
2. For each superpower, give examples of how you have recently used it at work. What was the outcome?
3. Does your current working environment or team role support you in using those superpowers daily? Why or why not?
4. Are there any superpowers that you wish you were able to use or use more often? What are they? Why do you wish you could use them more?
5. Which of your natural traits or superpowers would benefit from intentional skill development? How would that benefit you or your work?
6. How could you develop those skills further? (e.g., courses, mentoring, volunteer work, side projects.)

DISC AT WORK

Based on your DISC assessment and the kryptonite or blind spots listed above, reflect on the following questions:

Development Questions

1. Identify 2-3 work situations you've experienced that did not go well.
2. For each situation, reflect on what happened. Were you acting on a blind spot or overusing a natural strength in the wrong situation?
3. For each situation, what could you have done better?
4. Based on this, what insights/feedback have you received about your work style?
5. Is there a specific blind spot you want to work on softening? If so, which one? How might you approach that?
6. What will you get from working on this challenge? What does success look like for you?

DISC AT WORK

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FLEXING YOUR DISC STYLE



Our ability to flex our DISC style means adjusting our approach based on the situation or the needs of others. This isn't about changing who you are, but about using your self-awareness to respond more effectively.

When we learn to flex, we improve communication, reduce conflict, and strengthen our relationships.

This adaptability helps us connect with different personalities, navigate challenges with greater ease, and become more effective in both personal and professional settings. Flexing your style is a key part of emotional and behavioral intelligence—it turns awareness into action.

Reflect on the questions below to learn ways you are already flexing your DISC style.

Dominance (D)

- In which situations do I feel most compelled to take charge or lead?
- How do I respond when faced with obstacles or challenges?
- How might my assertiveness be perceived by others?
- In what scenarios might I need to tone down my dominant nature for better collaboration?

Influence (I)

- How comfortable am I in social situations or when meeting new people?
- What methods of persuasion or influence have worked best for me?
- How do I ensure that I'm genuinely listening to others and not just focusing on being liked?
- Are there situations where I might benefit from being more reserved or introspective?

FLEXING YOUR DISC STYLE

Steadiness or Supportive (S)

- What environments or situations make me feel most comfortable and at ease?
- How do I handle unexpected changes or disruptions?
- In what ways do I provide support to those around me?
- Are there times when being adaptable might serve me or my team better?

Conscientiousness (C)

- How do I approach tasks that require a high level of detail and precision?
- What strategies do I employ to ensure accuracy in my work?
- How do I handle criticism or feedback on tasks I've put a lot of effort into?
- Are there situations where I might benefit from taking a more "big picture" approach rather than focusing on the details?

Tips for Flexing Your DISC Style

1. Know your own style first

Start with self-awareness. Understand your natural tendencies, strengths, and stress responses. Knowing how you usually communicate and react will help you recognize when a situation calls for adjustment.

2. Observe others' cues

Pay attention to how others speak, listen, and respond. Are they focused on tasks or relationships? Do they want quick answers or time to think? These clues help you understand their style and how to connect more effectively.

3. Adapt your pace

If you are naturally fast-paced (like a D or I), slow down when working with someone who prefers a steadier approach (like an S or C). If you tend to move slowly and carefully, pick up the pace when dealing with someone more action-oriented.

FLEXING YOUR DISC STYLE

4. Adjust your tone and focus

For task-focused individuals (D and C), get to the point and be clear. For people-focused styles (I and S), build rapport and show empathy. Tailoring your tone builds trust and helps your message land well.

5. Balance your strengths

Lean into your strengths, but be mindful of overusing them. For example, confidence is great, but too much may feel like control. Patience is valuable, but too much may seem passive. Flexing means knowing when to lead and when to listen.

6. Practice empathy

Remind yourself that others experience the world differently. What motivates or frustrates you might not affect someone else the same way. Empathy helps you meet people where they are and work better together.

7. Ask for feedback

Invite trusted coworkers or friends to share how your style impacts them. Honest feedback can highlight blind spots and help you flex more effectively in future situations.

By practicing these tips and taking time to reflect on your interactions, you will begin to read situations more clearly and adjust your approach based on the people and dynamics around you. That is where your true superpower comes to life—turning awareness into action. This skill becomes a powerful tool for success in both your professional and personal life.

On the next few pages, take a moment to create an action plan to help you make improvements in the coming weeks, months, and years. Growth and learning should never come to an end, but be a continuous journey of self awareness.

ACTION PLAN

Action Plan for Implementing DISC Results for Professional Growth

Understand Your DISC Profile:

Result:

(E.g, Dominance, Influence, Steadiness, Conscientiousness)

Definition:

(E.g, Dominance – Direct, results-oriented, assertive)

Self-reflection: Strengths & Areas for Growth

Superpowers based on my DISC profile:

1. -----
2. -----
3. -----
4. -----
5. -----

Kryptonite based on my DISC profile:

1. -----
2. -----
3. -----
4. -----
5. -----

Set Specific Professional Goals:

Short-Term Goals (1-3 months)

Goal 1: -----

Strategy to Achieve Goal: -----

Goal 2: -----

Strategy to Achieve Goal: -----

ACTION PLAN

Action Plan for Implementing DISC Results for Professional Growth

Set Specific Professional Goals:

Medium-Term Goals (4-12 months)

Goal 1: _____

Strategy to Achieve Goal: _____

Goal 2: _____

Strategy to Achieve Goal: _____

Long-Term Goals (1-3 years)

Goal 1: _____

Strategy to Achieve Goal: _____

Goal 2: _____

Strategy to Achieve Goal: _____



MODULE 2
MASTERING
communication

MASTERING COMMUNICATION



Communication is the lifeblood of every relationship – at work, at home, and in life. It's how we share ideas, solve problems, build trust, and move forward together. But here's the catch: we don't all speak the same way. Even when we use the same words, the way we send and receive messages can differ dramatically based on our behavioral style.

In the DISC model, each style brings a unique lens to communication:

- Some speak directly and decisively.
- Others lead with enthusiasm and emotion.
- Some take a softer, steadier tone.
- And others are thoughtful, precise, and measured.

None of these approaches are right or wrong – just different. The challenge (and opportunity) lies in learning how to flex your style to better connect with theirs. Think of it like learning the languages of a superhero team. If each member is powerful in their own right but speaking a different language, they won't move together with unity. But when they understand each other's style, strengths, and signals? They become unstoppable.

In this section, you'll learn how to:

- Recognize the communication preferences of each DISC style
- Understand the strengths and challenges each style brings to conversations
- Adjust your own approach to build stronger, more productive connections

MASTERING COMMUNICATION

This isn't about changing who you are – it's about expanding your communication toolkit so that you can be heard, understood, and effective with everyone you meet.

Ready to speak the language of each style? Let's dive in and discover the power of flexing to connect.

Our Emotional Intelligence Superpower: The Secret to Stronger Communication

If we want to become true communication superheroes, we have to do more than just speak clearly – we need to lead with emotional intelligence. This inner power helps us understand ourselves, connect with others, and navigate conversations with courage, compassion, and clarity.

Emotional intelligence (EI) is our ability to recognize, manage, and respond to emotions – both our own and those of the people around us. When we activate this power, we strengthen every interaction, every relationship, and every message we deliver.

Let's explore how emotional intelligence helps us become extraordinary communicators:

- **Self-Awareness: Knowing Our Own Signal:** When we're aware of how we feel and how those feelings affect our words, tone, and timing, we take control of our message. We stop reacting on autopilot and start responding with intention. Whether we're excited, anxious, or frustrated, recognizing our emotional state helps us choose how we show up – especially when the stakes are high.
- **Empathy: Feeling What Others Feel:** Empathy is the superpower that connects us. It allows us to step into someone else's world and understand their perspective. When we lead with empathy, we don't just hear the words – we feel the emotions behind them. This helps us build trust, avoid misunderstandings, and respond in ways that truly support and uplift others.
- **Active Listening: Tuning In with More Than Ears:** Great communicators don't just wait for their turn to talk – they listen with presence and purpose. Emotional intelligence teaches us to listen not only to what's being said, but also to how it's being said. We pick up on tone, body language, and energy. When we're fully tuned in, we make others feel heard, valued, and understood.

MASTERING COMMUNICATION

- **Conflict Resolution: Tackling Tension with Tact:** Conflict is part of every team, every relationship, and every mission. But emotionally intelligent heroes don't run from conflict – they lean into it with curiosity and calm. We learn to recognize the emotions behind the tension, stay grounded, and guide the conversation toward solutions rather than standstills.
- **Non-Verbal Signals: Reading the Hidden Messages:** Our expressions, gestures, and tone of voice often say more than our words. With emotional intelligence, we learn to read these non-verbal cues – both in ourselves and others. We adjust our own signals to better align with our message, and we become more attuned to what others are feeling, even when they don't say it out loud.
- **Relationship Building: Strengthening Our Team Bonds:** Strong communication builds strong connections. When we bring emotional intelligence into our interactions, we show up with honesty, empathy, and consistency – the building blocks of trust. Whether we're leading a project or supporting a teammate, our ability to connect creates a ripple effect across every relationship we build.
- **Adaptability: Flexing Our Style to Fit the Situation:** Not every moment – or every person – calls for the same approach. Emotionally intelligent communicators learn to flex. We adapt our tone, language, and approach based on who we're speaking with and what they need from us. This flexibility is what allows us to work with all types of people – especially across different DISC styles.

When we activate these emotional intelligence skills, we communicate more clearly, connect more deeply, and lead more effectively. Communication isn't just about what we say – it's about how we make others feel.

Let's keep building this superpower together – one conversation at a time.

COMMUNICATION



The ability to communicate is not an innate skill and it is something we can and should develop as we progress through life. Unfortunately, most do not take the time to focus on how well they communicate and leave this important element to chance. Those who do take the time to develop this key skill will likely find that they are pleasantly surprised by the results they find.

Basics of Communication

At its most basic understanding, communication is the successful sharing of ideas, feelings, and information.

The key element of this, and something that is often missed, is that communication is a two-way process, which means that in order for communication to be effective, it must produce a shared understanding of intention and meaning. This doesn't necessarily mean a shared agreement is reached, but certainly, all people involved in the communication will appreciate the context and implication of the message.

Although communication seems a predictable, clear event, it rarely works out like that because human behavior alters how we send and receive messages and consequently how things are interpreted. Communication can become uncertain and unpredictable because it is influenced by our general nature as human beings.

Verbal, Paraverbal and Non-Verbal Communication

Communication involves three components; non-verbal, verbal, and para-verbal in order to communicate effectively, you will use all three of these elements, which will allow you to both send clear messages and be able to receive and understand messages sent to you.

Verbal

This is simply the use of words to convey thoughts and feelings. This can be written or verbal and it's what we say.

COMMUNICATION

Basics of Communication (cont.)

Para-Verbal

It's not just what you say—it's how you say it. Your tone, pitch, and pace carry emotional energy that can either amplify your message or send it spiraling in the wrong direction. This isn't just voice—this is verbal vibration. It's the hidden force behind your words that shapes how others feel when they hear you.

Think of it like this:

- Verbal = The words.
- Para-verbal = The power behind them.

When you're fired up, your voice might rise, quicken, or sharpen.

When you're disengaged, it may drop, drag, or dull.

The same sentence can become four completely different messages—depending on your vocal emphasis:

An example of para-verbal completely altering a statement is...

"**I** didn't say you were stupid"

"I didn't **say** you were stupid"

"I didn't say **you** were stupid"

"I didn't say you were **stupid**"

See what happened? Just shifting the stress transformed the meaning.

So what's your mission?

Be mindful of your tone, cadence, and energy, because people don't just hear your words...they feel them.

COMMUNICATION

Non-Verbal

Not all messages need a voice.

Sometimes, your body speaks louder than words. And when it does, it reveals what you really think or feel. This is the world of non-verbal communication made up of your posture, gestures, expressions, and micro-movements. It's like your emotional hologram projecting your intent before you say a single word.

Non-verbal communication at a glance:

- A clenched fist.
- A raised brow.
- A single sigh with folded arms.
- Looking away. Or at our phones.

Each of these sends a signal. And whether you mean to or not, the people around you see it and then interpret it.

Here's the truth:

Non-verbal communication can reinforce what you're saying or completely contradict it.

Say "I'm fine" with a smile and open posture? You're believed.

Say it while avoiding eye contact, arms crossed, jaw tight? People know something's up.

That's non-verbal communication in action.

And sometimes? You don't need words at all.

A look.

A shrug.

A thumbs-up.

So, here's the most important thing to know. Communication isn't just one channel—it's a fusion of many elements. Any one of these can reinforce or derail the message you are trying to convey.

COMMUNICATION

All three are important in communication, no matter what an individual's DISC style is. Remember,

- Verbal = The message
- Para-verbal = The energy behind it
- Non-verbal = The truth people feel

Together, they form your Communication Trifecta—and mastering all three? That's what turns communicators into legendary leaders, no matter who you're communicating with!

COMMUNICATING EFFECTIVELY USING DISC

Imagine walking into a conversation already knowing the secret code to connect.

You understand how the other person communicates, what motivates them, and how to tailor your message for impact. Suddenly, meetings flow smoother. Misunderstandings shrink. Collaboration thrives.

That's the power of DISC.

It gives you a clear framework to navigate communication with confidence and intention, turning everyday interactions into opportunities for connection, clarity, and trust.

Here are some tips to help you with each DISC style you will encounter:

D's (The Commander)

- Provide direct answers
- Get to the point fast
- Ask for their opinion or decision
- Focus on bottom-line issues and results

When you're communicating with a D—The Commander—get to the point and make it count. They value action, results, and clarity. Be direct, confident, and focused on solutions. Skip the fluff, present the facts, and respect their time. Show them how your message leads to progress, and they'll listen.

COMMUNICATION

COMMUNICATING EFFECTIVELY USING DISC (CONT.)

I's (The Spark)

- Be positive and personable
- Allow them to talk
- Focus on the relationship first
- Focus on the big picture and people

When you're talking to an I—The Spark—bring the energy and keep it engaging. They thrive on connection, positivity, and storytelling. Be expressive, open, and enthusiastic. Let them share their ideas, and don't be afraid to have a little fun along the way. Show them how your message builds excitement or relationships, and they'll light up.

S's (The Guardian)

- Maintain a slower pace
- Allow time for reflection
- Stay quiet and listen
- Remember S's care about harmony

When you're speaking with an S—The Guardian—lead with calm, clarity, and care. They value trust, consistency, and harmony. Take a steady pace, be sincere, and show genuine appreciation. Avoid rushing or putting them on the spot. Help them feel safe and supported, and they'll open up and stand strong by your side.

C's (The Mastermind)

- Be thorough
- Provide data and evidence
- Listen carefully
- Don't overwhelm them with your energy

When you're engaging with a C—The Mastermind—come prepared and speak with precision. They value logic, accuracy, and well-thought-out ideas. Be respectful, provide details, and avoid emotional overstatements. If you say it, be ready to back it up. Show them the structure and rationale behind your message—and they'll tune in with laser focus.

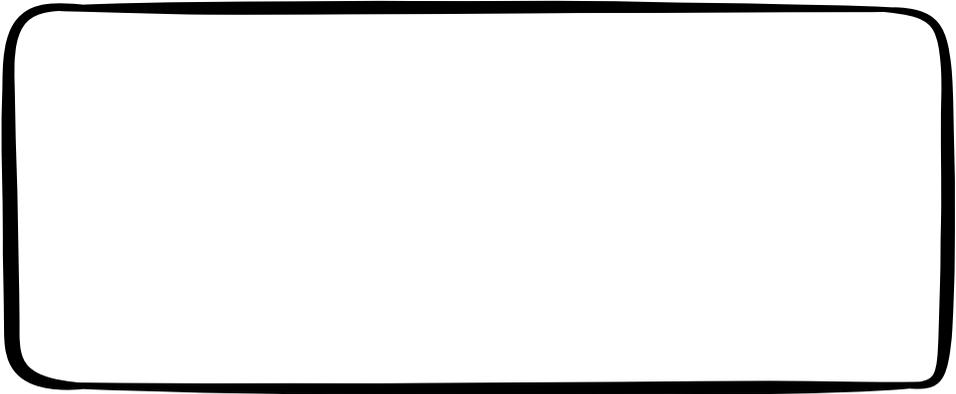
COMMUNICATION

Understanding Your DISC Communication Style

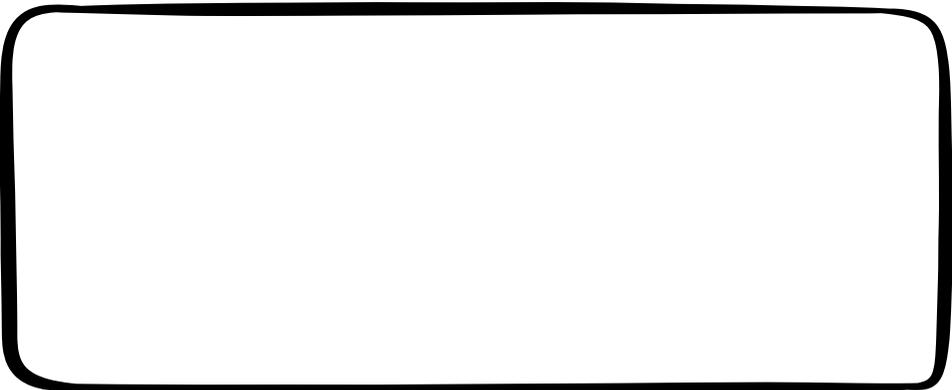
Becoming aware of how you communicate and how others communicate is a good place to start when you want to improve your communication skills.

Each style has a unique way of communicating. Listen to your own speech and that of others. Reflect on what you learn.

What words do you use most often?



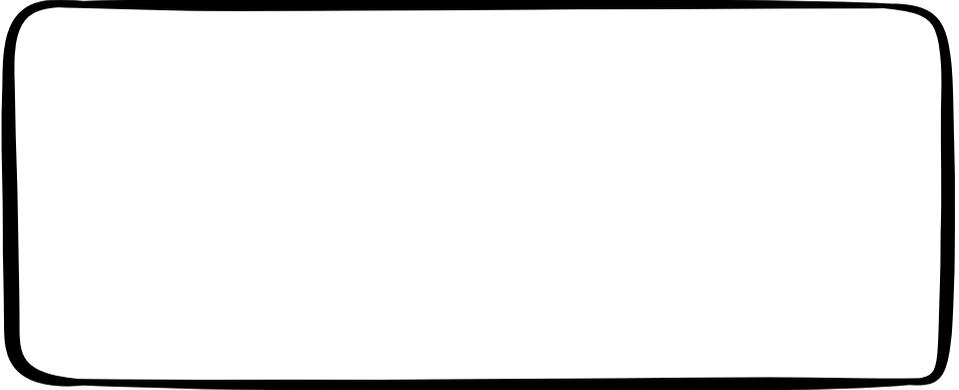
Which body language and what tone of voice do you use most often?



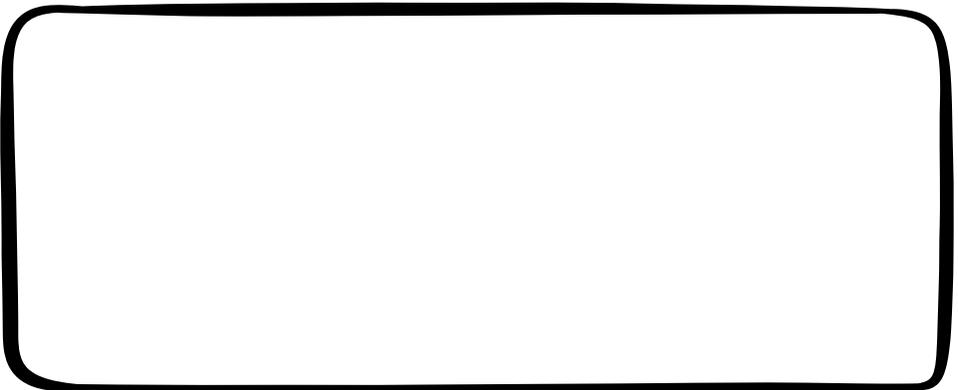
COMMUNICATION

Understanding Your DISC Communication Style

Think about your last conversation, What did you observe about their communication style? Could you recognize their DISC profile based on how they communicated?

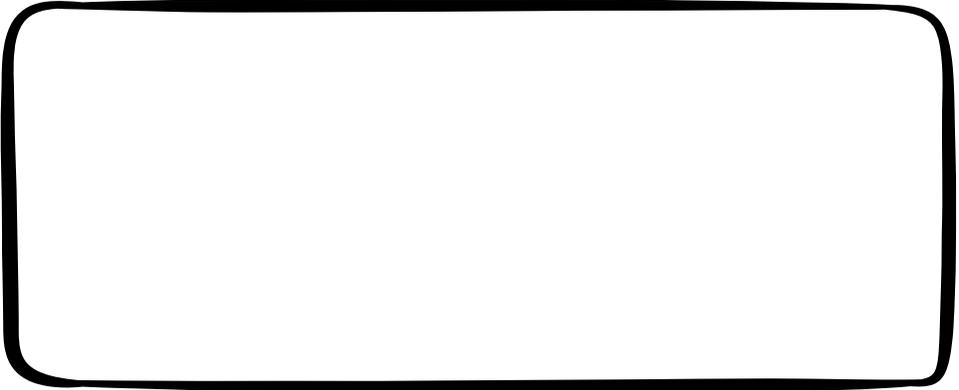


How did you flex your own DISC profile communication style to better align with theirs?



COMMUNICATION

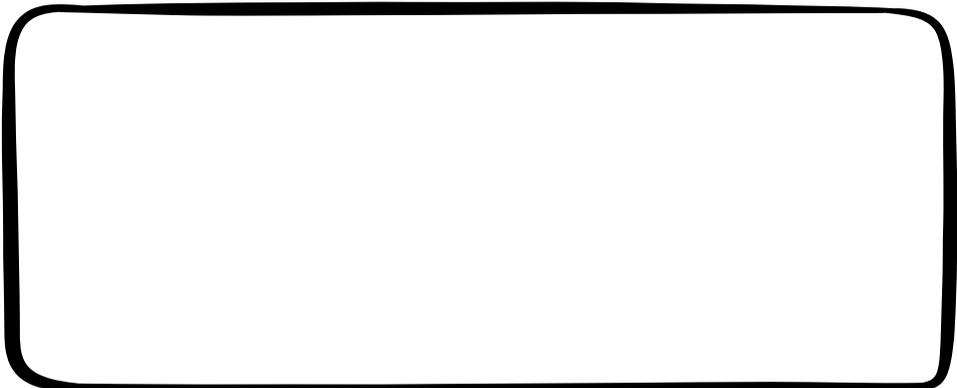
Compare your communication style to theirs. How were you different? How were you similar?



Plan out your next interaction with someone that you find difficult to communicate with.

Identify their DISC style: D I S C

Why do you struggle communicating with them? How will you work to improve your communication strategy with them? Be specific!



COMMUNICATION

Communicating with Confidence (no matter what your DISC profile is)

Being an effective communicator isn't just about what you say—it's about how confident you feel when you say it. When things are going smoothly, it's easy to speak up. But real confidence shows up when the conversation gets tough—when emotions run high, when you're misunderstood, or when someone challenges you unexpectedly.

Great communicators don't wait to feel comfortable—they lead with courage anyway.

So how do you build that kind of confidence?

Step One: Take Action and Own It

Avoiding the conversation only makes it harder. Instead, step in with purpose. Confident communicators take ownership. They prepare, reflect, and approach each interaction as a chance to connect and grow—even when it's uncomfortable.

It might feel awkward at first—but just like any superpower, communication confidence strengthens with every use. The more you lean into it, the more natural it becomes.

Step Two: Speak with Purpose, Not Perfection

You don't need the perfect words—you need intentional ones. Focus on clarity over cleverness. Say what you mean, and mean what you say. The most confident communicators aren't flawless—they're authentic. They speak from the heart and adapt as they go.

Step Three: Pause Before You Respond

Powerful communicators know the strength of silence. Take a breath. Think. Listen fully before you speak. That pause shows presence—not weakness. It gives you space to respond with clarity rather than react from emotion. In high-stakes moments, the pause is your shield.

COMMUNICATION

Communicating with Confidence (no matter what your DISC profile is)

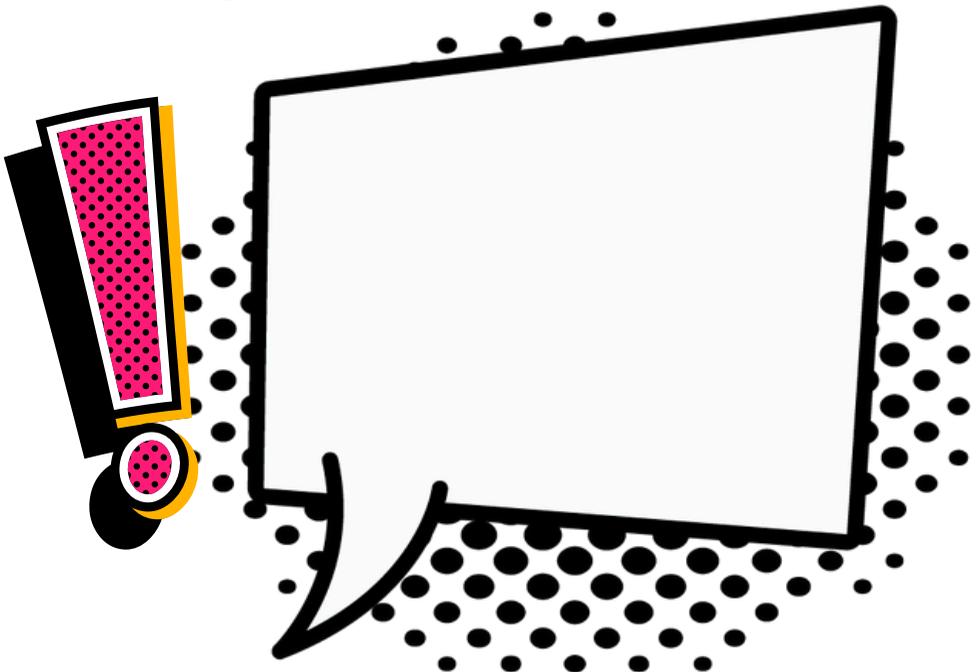
Step Four: Anchor Yourself in Empathy

Confidence doesn't mean dominating the conversation—it means connecting with intention. Step into the other person's world. What are they feeling? What matters most to them? When you lead with empathy, you build trust—and trust makes your voice more powerful.

Confidence in communication isn't about always having the right answer. It's about showing up with courage, clarity, and care. When you take action, pause with intention, and speak with empathy, your words carry weight. And that's what transforms everyday conversations into powerful moments of leadership and connection.

Reflection Question:

When was the last time you communicated with confidence, even when it was uncomfortable? What did you learn about yourself in that moment and how can you apply it moving forward?



COMMUNICATION

Improving Communication - Extra Tips

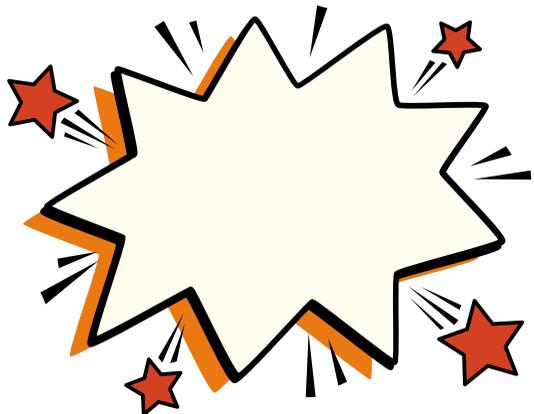
- **Active Listening:** Pay full attention to the person speaking, maintain eye contact, and avoid interrupting. Show interest by nodding, using affirmative phrases, and asking clarifying questions.
- **Practice Empathy:** Try to understand the perspective and feelings of others. Put yourself in their shoes to establish a deeper connection and respond with empathy and understanding.
- **Clear and Concise Expression:** Use clear and simple language to convey your message effectively. Avoid jargon or technical terms when speaking to someone unfamiliar with the subject.
- **Non-Verbal Communication:** Pay attention to your body language, facial expressions, and gestures. Maintain an open posture, smile when appropriate, and use hand movements to emphasize key points.
- **Ask for Feedback:** Seek feedback from others to understand how you can improve your communication skills. Actively listen to their suggestions and work on implementing them.
- **Be Mindful of Tone:** Pay attention to your tone of voice, as it can greatly impact how your message is received. Aim for a friendly and respectful tone, avoiding aggression or condescension.
- **Adapt to Your Audience:** Tailor your communication style to suit the needs and preferences of your audience. Consider their background, knowledge level, and cultural differences.
- **Use Visual Aids:** Incorporate visual aids such as charts, graphs, or slides when presenting complex information. Visuals can enhance understanding and engage your audience.
- **Practice Public Speaking:** Join a public speaking group or take courses to develop confidence and improve your ability to speak in front of others. Practice regularly to refine your skills.
- **Written Communication:** Pay attention to grammar, spelling, and punctuation when writing emails, reports, or any other written communication. Proofread your work before sending it.
- **Stay Calm and Patient:** In challenging or high-pressure situations, remain calm and composed. Take a deep breath, gather your thoughts, and respond thoughtfully rather than reacting impulsively.

COMMUNICATION

- **Seek Clarity:** If you're unsure about something, don't hesitate to ask for clarification. It's better to have a clear understanding before responding or taking action.
 - Questioning encourages open communication and tests knowledge or attitudes depending on the type of questions asked. A single question can be asked in a number of different ways and each way will elicit a different response.
 - You can effectively use questioning skills by being aware of the different styles of questions that can be asked.
 - Open – How, When, Which, Why, What, Who
 - Closed – Do, Could, Will, Can, Should, Is
- **Use Positive Language:** Frame your statements and questions positively, focusing on solutions rather than problems. This fosters a constructive and collaborative atmosphere.
- **Practice Assertiveness:** Express your thoughts, ideas, and opinions confidently and respectfully. Assertiveness allows you to communicate your needs while considering the needs of others.
- **Continuous Learning:** Read books, articles, or blogs on communication skills to expand your knowledge. Attend workshops, seminars, or webinars to learn from experts and gain new insights.

Remember that improving communication skills is an ongoing process. Consistent practice, self-reflection, and feedback will help you refine your abilities over time.

**WHAT I
LEARNED...**



COMMUNICATION STRATEGIES

DISC Styles in Meetings

In meetings, individuals with Support and Clarity orientations might take longer to participate in discussions. They prefer to carefully consider the facts and thoroughly think over their ideas before feeling comfortable enough to express their viewpoints. Support-oriented people, in particular, might opt to withhold their opinions to avoid potential conflicts. Conversely, those with Drive and Influence traits tend to engage more swiftly. Drive individuals aim for a quick resolution and swift progression to subsequent topics, while those inclined towards influence relish in the dynamic exchange and exploration of ideas through brainstorming and debate.

During your next team meeting, take the opportunity to observe and note who contributes, the duration of their contributions, what motivates them to speak, the nature of their input, and if the floor is open for all to contribute equally.

Reflection

1. How effective are your team meetings? What's going well? What isn't?

2. How effective are your one-on-one or small-group meetings? What's going well? What isn't?

3. Is the mix of DISC styles in your team helping or hindering the effectiveness of your meetings? What have you observed that makes you think that?

4. What could you do differently to improve the effectiveness of your meetings? (e.g., sharing agendas ahead of time, including reflection time in meetings, allowing the quieter personalities to speak first.)

COMMUNICATION STRATEGIES

Communicating across different DISC styles can feel challenging—because each style brings a unique lens to how they work, lead, and interact.

What energizes one person might overwhelm another. What one sees as clear and direct, another might experience as abrupt or insensitive. These behavioral differences can create friction, tension, or misunderstandings within teams and relationships.

While DISC offers a powerful framework for understanding those patterns, it's just one piece of a much larger puzzle. We all bring layers of personality, experience, and perspective to the table—and learning to navigate those differences with awareness and adaptability is what sets great communicators apart.

- **Different Value Systems:** Each profile often prioritizes different values. For example, while a Dominance (D) individual might value efficiency and results, a Steadiness (S) person might prioritize harmony and consensus. These differing values can lead to misunderstandings or even conflicts if not addressed properly.
- **Varied Pacing:** Communication pacing can differ vastly among the profiles. For instance, an Influence (I) person might jump quickly from one topic to another in a spirited manner, while a Conscientiousness (C) individual prefers a methodical and detailed discussion. This discrepancy can lead to feelings of being overwhelmed or overlooked.
- **Different Processing Methods:** How individuals process information can vary. A Dominance (D) profile might make rapid decisions based on high-level data, whereas a Conscientiousness (C) person might want to analyze every detail before deciding. This can cause friction when trying to reach a consensus or make collaborative decisions.
- **Emotional Expression:** Some profiles are more emotionally expressive than others. For example, Influence (I) individuals often express their feelings openly, while Conscientiousness

COMMUNICATION STRATEGIES

- (C) individuals might be more reserved. Misinterpreting these emotional expressions can lead to misconceptions about enthusiasm, agreement, or commitment.
- **Expectation of Feedback:** Different profiles have varying expectations for feedback. A Dominance (D) profile might view direct, even confrontational feedback as constructive, while a Steadiness (S) person might find the same feedback distressing or aggressive.
- **Approach to Conflict:** Conflict resolution styles can vary widely. Some profiles might prefer to address issues head-on, while others might avoid confrontation in favor of preserving harmony. These differences can complicate conflict resolution if not approached with sensitivity and understanding.
- **Listening Styles:** Not everyone listens in the same way. While a Steadiness (S) individual might listen empathetically and patiently, waiting for the speaker to finish, a Dominance (D) person might interrupt or jump ahead, seeking quick clarity or results.
- **Assumptions and Bias:** Each profile might have built-in assumptions about the other profiles based on past experiences. These biases can cloud judgment and interactions, leading to potential misunderstandings.
- **Cultural and Background Differences:** Beyond the DISC profiles, individuals come from varied cultural, educational, and personal backgrounds, further diversifying communication styles. What's considered assertive in one culture might be seen as aggressive in another. The same is true for different generations at work. Each generation has a way of seeing the world, shaped by their early experiences. These differences often cause ripples of conflict throughout an organization as different generations attempt to understand one another.

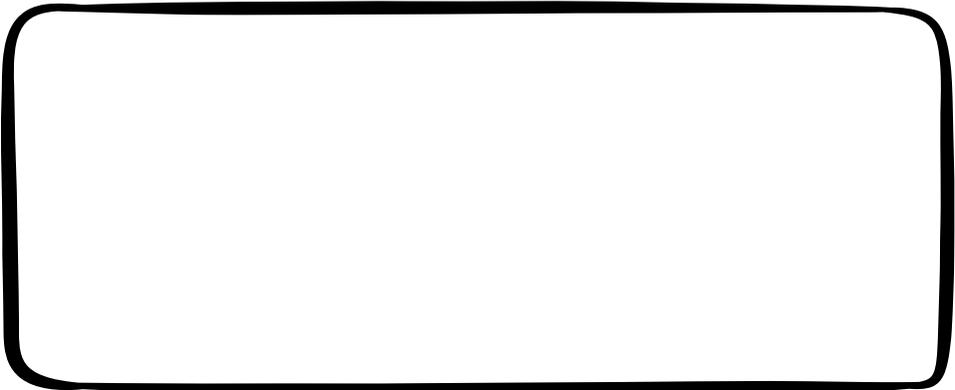
COMMUNICATION STRATEGIES

- **Adaptation Fatigue:** While it's possible to adapt one's communication style temporarily to match another's, constantly doing so can be exhausting, leading to communication breakdowns over time.

To overcome these challenges, it's essential to understand your own communication style and recognize any personal biases that may affect how you interact. Just as important is taking the time to learn about and appreciate the communication styles of others.

With intentional training, consistent practice, and meaningful feedback, both individuals and teams can build the skills needed to communicate more effectively across all DISC profiles.

What can I do right now to improve my communication skills?



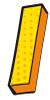
How are others impacted by my communication style?



ACTION PLAN

Improving Communication & Interpersonal Relationships with other DISC Profiles

Jot down your thoughts for communicating with each of the DISC behavioral styles. What can you do to improve your approach? In what ways could you flex your style to better communicate with others?



ACTION PLAN

Action Plan for Implementing DISC Results for Professional Growth

Building on Strengths

Action steps to further leverage my strengths:



Addressing Areas for Growth:

Action steps to work on areas of growth:



Seek Feedback:

Schedule regular check-ins with a mentor, peer, or supervisor to receive feedback on the progress of your action plan.

Adjust the plan as needed based on feedback and new insights.

ACTION PLAN

CONTINUOUS LEARNING:

Books/Courses/Workshops to consider:



Action Plan for Implementing DISC Results for Professional Growth

Periodic Review:

- Set reminders to review and adjust this action plan every 3-6 months.
- Celebrate successes and milestones achieved.
- Reset goals as needed.

Note: While the DISC profile provides valuable insights into one's communication and behavioral style, it's crucial to remember that people are multidimensional.

This action plan should serve as a guide, and it is essential to remain adaptable and open to feedback.

Remember, continuous growth involves regular self-reflection, learning, and adjustments.

Stay committed to the journey!



MODULE 3
ACTIVE LISTENING

ACTIVE LISTENING



Active listening means more than just staying quiet while someone talks. It's about being fully there—paying attention not only to their words but also to what they're feeling and trying to express. It's how we show people that they matter, that we care enough to really listen.

Here's what active listening looks like in everyday life:

- Be present. Put down your phone, turn away from distractions, and focus on the person in front of you. Just showing up with your full attention is powerful.
- Show you're listening. Make eye contact, nod occasionally, and respond with small gestures or sounds that let them know you're tuned in.
- Pay attention to more than words. People express a lot through their body language and facial expressions. Notice the shift in their tone or posture—it often says what they can't quite put into words.
- Ask gently. Use open-ended questions like "What was that like for you?" or "How did that make you feel?" These invite honesty and help people feel safe to share more.
- Repeat to understand. Try summarizing what they said in your own words. You might say, "So what I'm hearing is..." or "It sounds like you're feeling..." This helps confirm you've got it right.
- Hold space without fixing. Sometimes the best thing you can do is simply be there. You don't need to solve anything. Just listen, without jumping to advice or judgment.
- Check in with yourself. If what you're hearing stirs up strong emotions, it's okay to take a pause. You can say, "That was a lot to take in—can I have a little time to think it over and come back to this?" Honesty and care go a long way.

Listening this way takes effort, but it changes the way we connect. When people feel heard, they open up. And when we truly hear others, we understand more—not just about them, but about ourselves too.

ACTIVE LISTENING

Active Listening Assessment: Your Opportunity to Grow

Active listening is a skill—and like any skill, it can be measured and improved. The assessment that follows is designed to help you take an honest look at how you listen, how others experience your listening, and where you can grow.

This tool is divided into three parts:

1. Self-Assessment
2. Scenario Analysis
3. Personal Reflection

Take your time with each section and respond as honestly as possible. For a deeper perspective, consider sharing the assessment questions with 3–4 people who know your communication style well—such as direct reports, peers, a supervisor, or trusted colleagues. Their feedback can give you valuable insight into how your listening shows up in real interactions.

By completing this assessment, you'll gain a clearer picture of your strengths, uncover areas for development, and create a path toward becoming a more present, intentional, and effective listener.

Turn the page to begin.

ACTIVE LISTENING SELF-ASSESSMENT

Instruction

For each statement, choose the option that best represents your thoughts, feelings, and behaviors. There are no right or wrong answers; this assessment is meant to provide you with insights into your self-management strengths and areas for improvement.

Rate as follows:

Strongly Disagree: 1

Disagree: 2

Neutral: 3

Agree: 4

Strongly Agree: 5

Rating Scale

Section 1: Self-Assessment

I make a conscious effort to pay attention when someone is speaking to me.

1	2	3	4	5
---	---	---	---	---

I avoid interrupting others when they are speaking.

1	2	3	4	5
---	---	---	---	---

I maintain eye contact with the speaker to show I am engaged.

1	2	3	4	5
---	---	---	---	---

I ask clarifying questions to ensure I understand the speaker's message.

1	2	3	4	5
---	---	---	---	---

I provide verbal and non-verbal cues (e.g., nodding) to show I am listening.

1	2	3	4	5
---	---	---	---	---

I avoid distractions and focus on the speaker, even in noisy environments.

1	2	3	4	5
---	---	---	---	---

ACTIVE LISTENING SELF-ASSESSMENT

I summarize or paraphrase the speaker's points to confirm my understanding.

1	2	3	4	5
---	---	---	---	---

I empathize with the speaker's emotions and perspectives.

1	2	3	4	5
---	---	---	---	---

Section 2: Scenario Analysis

In this section, you will evaluate your active listening skills based on how you would deal with the scenario. Read or listen to the scenario and answer questions based on their understanding of the situation and their ability to actively listen.

Scenario 1:

Imagine you are in a meeting at work, and your colleague is discussing a project proposal. You notice that they seem a bit hesitant and uncertain about some aspects.

How would you actively listen and respond in this situation?

What questions or statements might you use to encourage them to express their concerns or ideas more clearly?

ACTIVE LISTENING SELF-ASSESSMENT

Section 2: Scenario Analysis

How would you show empathy and support for their perspective?

Rate your performance in this scenario from 1 to 5 (1 being poor, 5 being excellent) in terms of active listening.

Scenario 2:

You are having a conversation with a friend who is going through a difficult time emotionally. They are sharing their feelings of sadness and frustration.

How would you actively listen and provide support in this situation?

What non-verbal cues might you use to show empathy and understanding?

How would you avoid interrupting and allow your friend to express themselves fully?

Rate your performance in this scenario from 1 to 5 (1 being poor, 5 being excellent) in terms of active listening.

ACTIVE LISTENING SELF-ASSESSMENT

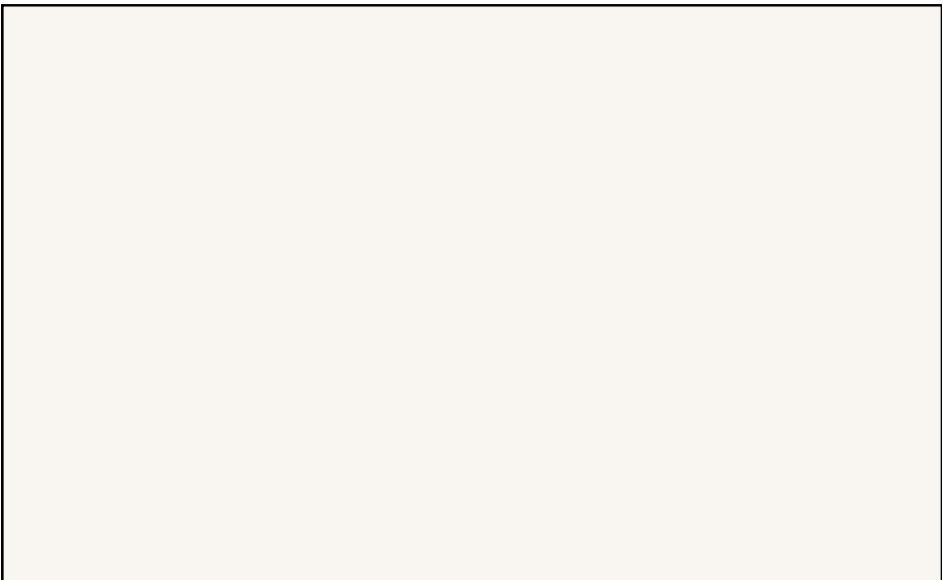
Section 3: Reflection

In this section, individuals should reflect on their self-assessment and scenario analysis to identify areas for improvement and create an action plan for enhancing their active listening skills.

Based on your self-assessment and the scenario analyses, what strengths do you currently have in active listening?

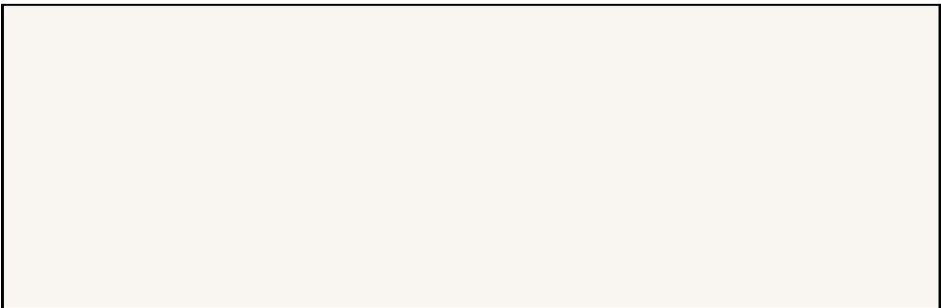


What areas need improvement? Are there specific skills or behaviors you could work on?



REFLECTION

Create a list of three actionable steps you can take to enhance your active listening skills. These could include strategies like setting aside distractions, practicing empathy, or taking a listening skills workshop.



ACTIVE LISTENING

The Impact of Active Listening

Developing the habit of active listening can bring about significant positive effects in various important aspects of your life, such as your relationships, work environment, and social interactions.

In Relationships

Active listening plays a crucial role in enhancing your understanding of another person's perspective and enables you to respond with empathy. This skill is essential in fostering healthy relationships, be it with a spouse, parent, child, other family members, or friends.

Being an active listener within your relationships entails acknowledging that the conversation revolves more around the other person than yourself. This becomes particularly significant when the other person is experiencing emotional distress. By actively listening, you demonstrate valuable communication skills when supporting a family member or friend going through a challenging time, without immediately offering opinions or solutions. Instead, you provide them with the space to be heard, which they often seek.

At Work

Active listening is of great significance in the workplace, particularly for individuals in supervisory roles or those who frequently interact with colleagues. It plays a vital role in comprehending problems and fostering collaborative efforts toward developing effective solutions. Moreover, active listening demonstrates your patience, a highly esteemed quality in any professional environment.

Furthermore, practicing active listening in the workplace can significantly enhance safety in specific situations. For instance, healthcare professionals can mitigate medical errors and prevent unintended harm to patients by actively listening and responding appropriately.

ACTIVE LISTENING

Active Listening In Action

What does active listening look like? Here is an example of a conversation in which several different active listening techniques are used.

Lisa: I'm sorry to dump this on you, but I had a fight with my sister, and we haven't spoken since. I'm upset and don't know who to talk to.

Jodie: No problem! Tell me more about what happened. (open-ended question)

Lisa: Well, we were arguing about what to do for our parents' anniversary. I'm still so angry.

Jodie: Oh that's tough. You sound upset that you're not speaking because of it. (reflecting what was heard)

Lisa: Yes, she just makes me so angry. She assumed I would help her plan this elaborate party—I don't have time! It's like she couldn't see things from my perspective at all.

Jodie: Wow, that's too bad. How did that make you feel? (another open-ended question)

Lisa: Frustrated. Angry. Maybe a bit guilty that she had all these plans, and I was the one holding them back. Finally, I told her to do it without me. But that's not right, either.

Jodie: Sounds complicated. I bet you need some time to sort out how you feel about it. (withholding judgment)

Lisa: Yes, I guess I do. Thanks for listening—I just needed to vent.

Active listening is an important leadership that has value in many different settings. Practice its many techniques often and it will become second nature. You'll start to ask open-ended questions and reflect what you've heard in your conversations without much (if any) thought.



MODULE 4
CONFLICT
RESOLUTION

CONFLICT RESOLUTION

Conflict Resolution Skills: Navigating Tough Conversations with Clarity and Care

Conflict is a natural part of life. Whether it arises in personal relationships, the workplace, or community settings, what matters most is how we respond. Conflict resolution is the ability to recognize, manage, and resolve disagreements in a way that leads to understanding, cooperation, and—ideally—growth.

Essential Conflict Resolution Skills

1. Effective Communication: Clear, respectful communication is at the heart of conflict resolution. It means listening actively, expressing yourself with intention, and asking questions that bring clarity, not confusion.

2. Empathy

Understanding how others feel, and why, is a powerful step toward resolution. When people feel seen and heard, they are more open to moving forward. Use empathy to build connection and reduce defensiveness.

3. Problem-Solving

Many conflicts stem from unmet needs or differing expectations. Use creative thinking, explore alternatives, and aim for solutions that meet everyone's core concerns. Look for common ground and shared goals.

4. Emotional Awareness

Recognizing and regulating your emotions—and noticing emotional cues in others—helps de-escalate tension. Emotional intelligence allows for thoughtful responses instead of reactive outbursts.

5. Negotiation

Resolving conflict often means compromise. Effective negotiators understand what matters most (to themselves and others) and are willing to explore solutions that bring balance and fairness.

CONFLICT RESOLUTION

6. Patience and Tolerance

Conflict isn't always resolved quickly. Remaining calm, open-minded, and respectful gives the process space to unfold productively.

7. Respect and Courtesy

Even in disagreement, treating others with dignity lays the foundation for cooperation. Courtesy creates a climate where resolution becomes possible.

8. Cultural Sensitivity

Being mindful of cultural perspectives and communication styles helps prevent misinterpretation and builds deeper mutual respect.

The Core Technique: Reflect. Restate. Resolve.

This simple framework brings structure to difficult conversations and fosters deeper understanding.

Reflect

The first step in resolving conflict isn't fixing the problem—it's tuning in to how people feel.

When emotions are running high, people need to know that their feelings are seen and acknowledged. This is the purpose of reflection. You're not agreeing or disagreeing. You're simply identifying the emotional tone of what's being shared.

What it sounds like:

- "It sounds like you're feeling really frustrated about what happened."
- "I can tell this has been weighing on you."
- "You seem hurt by how the situation unfolded."
- "It looks like this left you feeling dismissed or unheard."

Why it matters:

Reflection validates emotion, which helps calm the nervous system. It tells the other person: You matter. I'm listening. I see you.

CONFLICT RESOLUTION

Tips for using reflection:

- Be sincere—don't fake it or use a scripted tone.
- Avoid labeling emotions too strongly or inaccurately.
- Pay attention to tone, body language, and energy—not just words.
- Use tentative language when you're unsure: "It seems like..." or "I'm wondering if..."

Restate:

Once emotions are acknowledged, the next step is to ensure understanding. This is where rephrasing and summarizing come in. Restating means taking the core of what someone said and repeating it in your own words.

What it sounds like:

- "So if I understand correctly, you're saying you felt left out of the decision-making process?"
- "It sounds like your main concern is the timing of how everything was communicated."
- "In other words, the issue isn't what happened—it's how it was handled."

Why it matters:

Restating builds clarity. It prevents assumptions, helps correct misunderstandings early, and reassures the other person that you're engaged. Even if you don't agree, this step shows you're trying to understand their point of view.

Tips for restating effectively:

- Focus on meaning more than exact words.
- Use phrases like: "What I'm hearing is..." or "Just to make sure I understand..."
- Don't interrupt while the person is speaking—wait until they've shared fully.

Resolve:

With emotions acknowledged and understanding confirmed, you're ready for the third step: resolving the issue. This doesn't always mean fixing

CONFLICT RESOLUTION

everything immediately. Sometimes the resolution is simply a clearer understanding or a commitment to keep talking.

But when there's a specific problem to solve, this step is where you work together to explore solutions and define next steps.

What resolution might look like:

- Making a clear plan to avoid a similar issue in the future
- Apologizing for hurt feelings and taking accountability
- Agreeing to new boundaries, expectations, or actions
- Deciding together how to move forward
- Committing to follow up and continue the conversation

What it sounds like:

- "Now that we've talked it through, let's figure out what we can do differently."
- "What would feel like a fair next step for you?"
- "I can't change what happened, but I can take responsibility—and here's what I'd like to do going forward."
- "Would it help if we checked in again next week to see how things are going?"

Tips for resolution:

- Be honest about what you can and can't do.
- Focus on shared needs and common ground.
- Avoid pushing your solution—collaborate instead.
- Always follow through on what you agree to. Consistency builds trust.

Putting It All Together

Conflict doesn't get resolved with clever arguments or perfect words. It gets resolved through connection, clarity, and careful action. The Reflect. Restate. Resolve. framework gives you a clear path through difficult conversations, whether the issue is big or small.

When practiced with sincerity and patience, this method helps:

- De-escalate emotionally charged moments

CONFLICT RESOLUTION

- Build mutual understanding
- Create meaningful, lasting resolutions
- Strengthen relationships and build trust

Print the following graphic and hang it where you can review it regularly.

REFLECT. RESTATE. RESOLVE.

REFLECT **RECOGNIZE AND NAME EMOTIONS**

- Notice and acknowledge feelings
- Reflect back what you observe
- Show that you're listening

RESTATE **CONFIRM WHAT YOU'VE HEARD**

- Paraphrase the key points
- Make sure you understood
- Invite them to clarify if needed

RESOLVE **FIND A WAY FORWARD**

- Work together on solutions
- Make a plan or agreement
- Commit to next steps

DISC IN CONFLICT



Conflict in the workplace can arise from many areas, such as priorities, resources, recognition, responsibilities, or decision-making. Often, it is not just the issue itself, but the differences in personality or behavioral styles that make the disagreement more intense. Each DISC style tends to respond to conflict in its own way. Below is a general overview of how the four DISC styles typically react in challenging situations. For deeper insight and personalized strategies, refer to your individual DISC report.

The Commander (D)

Common Conflict Triggers

- 🚧 Obstacles blocking progress
- 🐢 Being slowed down
- 🤖 Indecision or lack of competence

When in Conflict, They Might...

- 🔴 Charge in head-first
- 🔊 Demand their own way
- 📊 Zero in on the facts only

What They Need to Practice

- 🧘 Take a breath before reacting
- 💡 Listen to other views
- 🤝 Be open to compromise



When dealing with a D, or Commander, during a conflict, it is important to get to the point quickly and stay focused on the facts. They appreciate directness and efficiency, so avoid emotional appeals or vague explanations. Instead, be confident, clear, and solution-oriented. Respect their need for control by offering options rather than ultimatums. Stay calm and assertive—matching their energy with steady clarity will earn their respect and move the conversation toward resolution.

DISC IN CONFLICT

The Spark (I)

Common Conflict Triggers

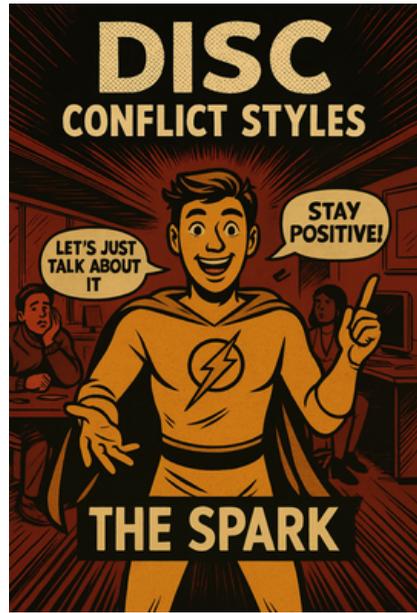
- 🙄 Negative vibes in the room
- 🔪 Strict rules and routines
- 🔴 Being told what to do

When in Conflict, They Might...

- 🎭 Get overly dramatic
- 🌀 Talk around the issue
- 😊 Try to keep everyone liking them

What They Need to Practice

- 💡 Pause before reacting
- 🙇 Be humble and modest
- 🎯 Focus on positive outcomes, not popularity



When dealing with an I, or Spark, during a conflict, it's important to keep the tone upbeat and relational. They value connection and positive energy, so be warm, friendly, and open to dialogue. Avoid being overly critical or dismissive, as this can shut them down or escalate emotions. Let them talk through their thoughts and feelings, and acknowledge their need to be heard and liked. Gently guide the conversation back to the issue at hand while reinforcing mutual respect. Your willingness to listen with empathy and keep things constructive will help the Spark stay engaged and solution-focused.



DISC IN CONFLICT

The Guardian (S)

Common Conflict Triggers

- 📖 Feeling unappreciated
- 📖 Being left out
- 😞 Seeing unfair treatment

When in Conflict, They Might...

- 🙅 Avoid direct conflict
- 😞 Worry about hurting others
- 🧹 Sweep issues under the rug

What They Need to Practice

- 🗣️ Speak up even when it's tough
- ⚖️ Share honest opinions
- 🔍 Focus on facts, not just feelings



When dealing with an S, or Guardian, during a conflict, it's essential to create a safe and supportive environment. Guardians are sensitive to tension and may avoid conflict to keep the peace. Approach them with kindness and patience, giving them time to process and respond. Avoid being confrontational or pressuring them to speak before they're ready. Show that you value harmony and are genuinely interested in their thoughts. Reassure them that the goal is to strengthen the relationship, not to create more discomfort. By staying calm, gentle, and respectful, you invite the Guardian to open up and work collaboratively toward resolution.

REFLECTION

Recall three recent conflict situations at work. What themes do you notice between them?

DISC IN CONFLICT

The Mastermind (C)

Common Conflict Triggers

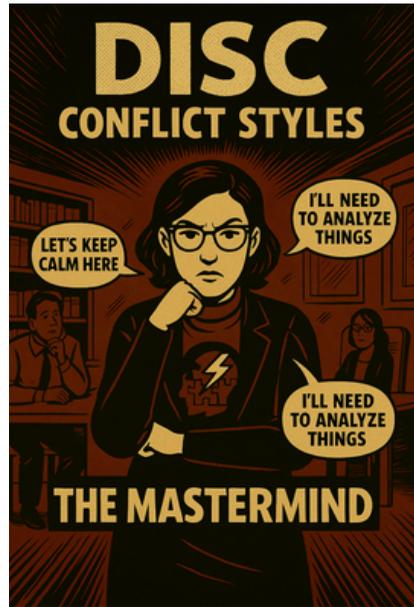
- 🤯 Dealing with emotional messes
- 🕒 Being rushed
- 👤 Feeling pressured to overshare

When in Conflict, They Might...

- 🧠 Stay objective
- ⚖️ Compromise for solutions
- 🐭 Nitpick when things don't go their way

What They Need to Practice

- ❤️ Show empathy for others
- 💬 Speak up when needed
- 👂 Accept emotional reactions without judgment



When dealing with a C, or Mastermind, during a conflict, it is important to stay logical, calm, and well-prepared. Masterminds value accuracy and objectivity, so emotional outbursts or vague statements can create frustration or withdrawal. Focus on the facts and present your points clearly and rationally. Avoid interrupting or pressuring them to respond quickly—give them time to think and process. Show that you respect their need for order and thoughtful analysis by keeping the conversation structured and respectful. By approaching the issue with precision, fairness, and a steady tone, you build the trust needed to resolve the conflict effectively.

REFLECTION

What personally triggers you into conflict? How often do you experience these triggers at work?



**PRACTICAL
STRATEGIES**

ACTION PLAN - COMMUNICATION

How can you improve your communication skills? Write 3 action plans that you are committed to implementing in the coming months. What do you want to accomplish in 30 days? What will you accomplish in 60 days? What will you accomplish within 90 days?

ACTION PLAN	30 DAYS
--------------------	----------------

ACTION PLAN	60 DAYS
--------------------	----------------

ACTION PLAN	90 DAYS
--------------------	----------------

PRACTICAL STRATEGIES

Choose 1-2 strategies that you can utilize to improve your communication skills before our next workshop. Track your results. What were your wins? What were your struggles? Was it impactful?

- **Seek Feedback:** Regularly solicit feedback from your team members, peers, and superiors regarding your communication style and effectiveness. Ask for specific suggestions on areas for improvement.
- **One-on-One Meetings:** Schedule regular one-on-one meetings with your team members to establish an open and trusting environment. Use these meetings to actively listen, address concerns, provide feedback, and clarify expectations.
- **Tailor Your Message:** Adapt your communication style to the preferences and needs of your audience. Understand their communication styles, motivations, and preferred methods of receiving information, and adjust your approach accordingly.
- **Storytelling:** Develop your storytelling skills to engage and inspire your team. Use anecdotes and examples to illustrate key points and make your messages more relatable and memorable.
- **Practice Clarity and Conciseness:** Strive to deliver clear and concise messages. Eliminate jargon, break down complex concepts into understandable terms, and use concrete examples to enhance comprehension.
- **Emotional Intelligence:** Develop your emotional intelligence to better understand and manage emotions in yourself and others. This will help you communicate with empathy, handle conflicts, and build strong relationships.

PRACTICAL STRATEGIES

- **Non-Verbal Communication:** Pay attention to your non-verbal cues, such as facial expressions, gestures, and body language. Ensure they align with your verbal message and project confidence, approachability, and authenticity.
- **Presentation Skills:** Invest time in improving your presentation skills. Practice delivering speeches or presentations, focus on engaging your audience, and effectively utilize visual aids and storytelling techniques.
- **Role-playing and Simulations:** Engage in role-playing exercises or simulations to practice challenging communication scenarios. This helps you develop strategies to handle difficult conversations or sensitive topics effectively.
- **Networking Opportunities:** Attend networking events or industry conferences to interact with diverse individuals and practice your interpersonal communication skills. Initiate conversations, actively listen, and develop relationships.
- **Leadership Development Programs:** Enroll in leadership development programs or workshops that specifically focus on enhancing communication skills. These programs provide valuable insights, techniques, and feedback.
- **Read and Study Communication:** Read books, articles, and case studies on effective communication. Study the communication styles of successful leaders and incorporate their strategies into your own approach.
- **Practice Transparent and Timely Communication:** Foster a culture of transparency and open communication within your team. Regularly share relevant information, updates, and feedback to keep everyone informed and engaged.

PRACTICAL STRATEGIES

- **Cultivate self-compassion:** Develop self-compassion by treating yourself with kindness and understanding when facing difficulties or setbacks. Self-compassion allows you to acknowledge and validate your emotions without self-judgment, fostering emotional intelligence and self-awareness.
- **Practice active listening:** Enhance your self-awareness and emotional intelligence by actively listening to others. Focus on understanding their emotions and perspectives without interrupting or jumping to conclusions. By practicing active listening, you can strengthen your ability to empathize and communicate effectively, leading to improved emotional intelligence overall.

Avoid These Behaviors

When communicating with others, leaders should avoid certain behaviors that can undermine effective communication and damage relationships. Here are some behaviors leaders should strive to avoid:

- **Lack of active listening:** Leaders should actively listen to others without interrupting or dismissing their perspectives. Ignoring or devaluing what others have to say can lead to misunderstandings and a breakdown in communication.
- **Being overly authoritative:** Leaders should avoid coming across as overly authoritative or condescending. It's important to treat others with respect and create a collaborative environment where everyone feels valued.
- **Poor non-verbal communication:** Non-verbal cues, such as facial expressions and body language, play a crucial role in communication. Leaders should be mindful of their non-verbal signals, avoiding negative or dismissive gestures that can alienate others.
- **Lack of empathy:** Leaders should strive to understand and empathize with the feelings and perspectives of others. Being dismissive or unsympathetic

PRACTICAL STRATEGIES

can create a negative work environment and hinder effective communication.

- **Micromanagement:** Constantly monitoring and controlling every aspect of a task or project can stifle creativity and discourage open communication. Leaders should provide guidance and trust their team members to take ownership of their responsibilities.
- **Neglecting feedback:** Ignoring or disregarding feedback from team members can hinder growth and damage trust. Leaders should actively seek feedback, value different opinions, and use constructive criticism to improve themselves and their team.
- **Lack of transparency:** Leaders should avoid withholding important information or being vague about decisions that affect others. Being transparent builds trust and helps foster open and honest communication.
- **Interrupting or dominating conversations:** Leaders should give others the opportunity to express their thoughts and ideas fully without interruption. Dominating conversations can discourage open dialogue and hinder the sharing of diverse perspectives.
- **Failing to provide clear expectations:** Leaders should ensure that they provide clear instructions and expectations to avoid misunderstandings. Ambiguity can lead to confusion and frustration among team members.
- **Not recognizing achievements:** Leaders should acknowledge and appreciate the efforts and achievements of their team members. Failing to recognize contributions can demotivate individuals and negatively impact morale.

By avoiding these behaviors, leaders can cultivate a positive and open communication environment that promotes collaboration, trust, and productivity.

CLOSING THOUGHTS

As you finish this journey through the DISC styles, remember that your greatest strength comes from knowing yourself and understanding others. It is not just about learning your own style but also about respecting the way others think, feel, and communicate. Real progress comes when you choose to listen, adapt, and connect with intention. Keep using these insights to build stronger relationships, handle challenges with clarity, and show up with purpose in your daily life. You do not need to become someone else to be effective. You simply need to use the strengths you already have.

Resources for Continued Growth

Taking Flight! by Merrick Rosenberg

A fun and practical read that uses birds to represent the DISC styles. This book brings the concepts to life through stories and provides strategies for improving communication and collaboration.

Truity's Free DISC Personality Test

www.truity.com

Truity offers an expanded, personalized report that provides you with a broader understanding of your DISC behavioral style.

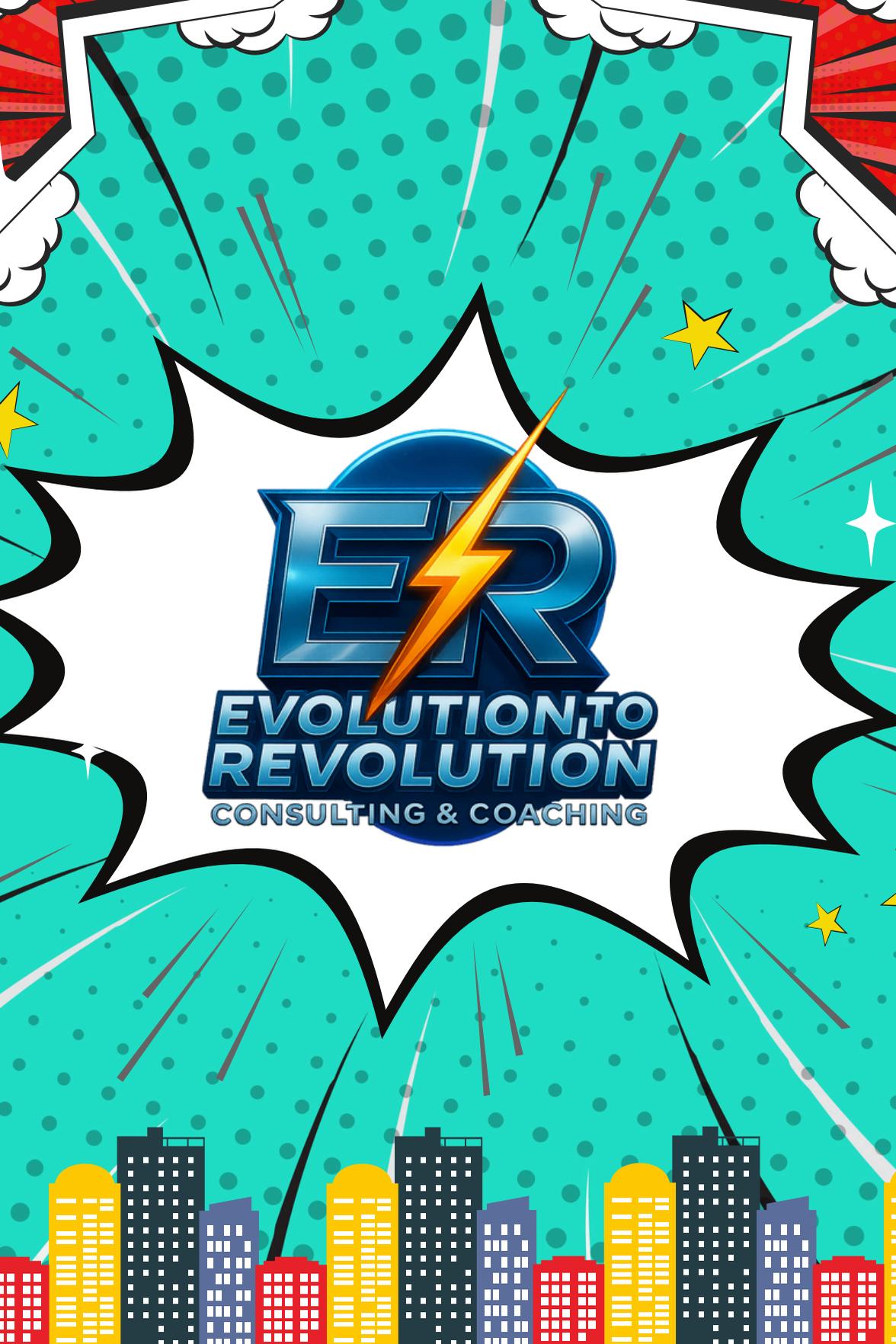
"People Styles at Work... and Beyond" by Robert Bolton & Dorothy Bolton

A deeper dive into communication styles, offering real-world strategies to work more effectively with others based on behavior and interaction preferences.

Greater Self-Awareness Through Journaling

Start a weekly reflection journal focused on your communication patterns. Track moments when you felt confident, misunderstood, or challenged, and explore how your DISC style played a role.

Take a course or attend a workshop through Evolution To Revolution Consulting and Coaching. Learn more at www.evolution2revolution.com



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